



**COMMONWEALTH OF VIRGINIA**  
**DEPARTMENT OF SOCIAL SERVICES**  
*Office of the Commissioner*

Anthony Conyers, Jr.  
COMMISSIONER

November 24, 2008

**MEMORANDUM**

**TO:** Members, State Board of Social Services

**FROM:** Anthony Conyers, Jr., Commissioner

**ACTION:** Approve Revised Human Resources Manual for Local Departments of Social Services

In another request, I am requesting that you adopt a new classification and compensation plan for local departments of social services. If you approve the new classification and compensation plan, it will be necessary to amend the guidance document that governs local human resources policy.

On April 21, 2005 the State Board of Social Services approved the Human Resources Manual for Local Departments of Social Services to be effective July 1, 2005. The attached documents describe the needed changes to Chapter 2 of the manual.

I request that you approved the amended Human Resources Manual for Local Departments of Social Services and that the revised manual become effective as of June 1, 2009.

If you have questions concerning this requested action, please contact our Director of Human Resource Management, Renee Fleming Mills, by telephone at 804.726.7031 or by e-mail at [renee.mills@dss.virginia.gov](mailto:renee.mills@dss.virginia.gov).

attachment

**OVERVIEW:**

**MERGING**  
**“CLASSIFICATION AND COMPENSATION”**  
**CHAPTER 5, DIRECTOR’S MANUAL**  
**WITH**  
**“COMPENSATION”**  
**CHAPTER 2, HUMAN RESOURCE MANUAL**

**EFFECTIVE JUNE 1, 2009**

CURRENT	PROPOSED
Chapter 5, Section I, Classification and Compensation	Chapter 2, Section I, Classification and Compensation <ul style="list-style-type: none"> <li>Content changes for four subsections in response to changes in terminology and policies arising out of the LDSS Classification and Compensation Study (see attached)</li> </ul>
Chapter 2, Section I, Fair Labor Standards Act (FLSA)	Chapter 2, Section II, Fair Labor Standards Act (FLSA) <ul style="list-style-type: none"> <li>No change in content</li> </ul>
Chapter 5, Section II, Guidelines for Determining FLSA Exemption Status of Employees	Chapter 2, Section III, Guidelines for Determining FLSA Exemption Status of Employees <ul style="list-style-type: none"> <li>No change in content</li> </ul>
Chapter 2, Section II, Compensatory Leave	Chapter 2, Section IV, Compensatory Leave <ul style="list-style-type: none"> <li>No change in content</li> </ul>
Chapter 2, Section III, Special Duty Leave	Chapter 2, Section V, Special Duty Leave <ul style="list-style-type: none"> <li>No change in content</li> </ul>
Chapter 2, Section IV, Holidays	Chapter 2, Section VI, Holidays <ul style="list-style-type: none"> <li>No change in content</li> </ul>
Chapter 5, Section III, Chapter Appendix – Forms and Notices	Chapter 2, Section VII, Chapter Appendix – Forms and Notices <ul style="list-style-type: none"> <li>No change in content</li> </ul>
	Delete all content from Chapter 5 with referral to Chapter 2.

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## Chapter 2 – Compensation & Compensation

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<b><u>A. Classification Plan</u></b>	<b><u>A. Classification Plan</u></b>
<p>DHRM develops the Basic State Classification Plan, which includes approved class specifications with the class code, occupational group, effective date, salary grade, and EEO code assigned to each specification.</p> <p>1. <u>Purpose</u></p> <p>The purpose of the classification plan is to identify the specific job tasks that need to be performed in order to provide social services to the citizens of the Commonwealth of Virginia. All class specifications listed in the classification plan represent the duties and responsibilities that are inherent to effective LDSS performance.</p> <p>2. <u>Development</u></p> <p>The classification plan is developed by the position classification method. Position descriptions that have similar types and levels of duties, responsibilities, and other characteristics are grouped into a class. These groups become the basis for allocating positions in the plan. Through a comparison of the position description to the class specifications, the level of job function and the resulting salary is determined.</p> <p>The classification plan is organized for use throughout all local agencies. DHRM revises an existing LDSS' classification plan based upon the LDSS' needs and</p>	<p>DHRM develops the Basic State Classification Plan, which includes approved occupational group descriptions for each occupational group and occupational title in the group. Each title is assigned a title code and to a pay band and pay tier within the band.</p> <p>1. <u>Purpose</u></p> <p>The purpose of the classification plan is to identify the typical job tasks that need to be performed in order to provide social services to the citizens of the Commonwealth of Virginia. All occupational group descriptions listed in the classification plan represent the duties and responsibilities that are inherent to effective LDSS performance.</p> <p>2. <u>Development</u></p> <p>Position descriptions that have similar types and levels of duties, responsibilities, and other characteristics are grouped into an occupational title. These titles become the basis for allocating positions in the plan. Through a comparison of the position description to the occupational group descriptions, the level of job function and the resulting salary is determined.</p> <p>The classification plan is organized for use throughout all local agencies. DHRM revises an existing LDSS' classification plan based upon the LDSS' needs and ensures that all position allocations are made in</p>

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<p>ensures that all position allocations are made in conformance with prescribed standards for determination of the number and level of positions required.</p> <p>3. <u>Maintenance</u></p> <p>DHRM conducts periodic reviews or statewide classification studies as part of its maintenance of the classification plan. When a need for a new class or revision to an existing class is identified, a proposal is submitted to the State Board of Social Services for approval.</p> <p>4. <u>Deviations</u></p> <p>A LDSS may be a part of a locality's classification system provided minimum standards for comparable classifications within the Basic State Classification Plan are met. (A LDSS cannot deviate in classification unless it also deviates in compensation.)</p> <p>Upon review and approval by the State Board of Social Services and/or the Commissioner, exceptions to the Basic State Classification Plan may be permitted.</p> <p>5. <u>Sanctions</u></p> <p>Should a LDSS not comply with the Basic State Classification Plan principles and practices, withholding of State reimbursement funding may result.</p>	<p>conformance with prescribed standards for determination of the number and level of positions required.</p> <p>3. <u>Maintenance</u></p> <p>NO CHANGE</p> <p>4. <u>Deviations</u></p> <p>A LDSS may be a part of a locality's classification system provided minimum standards for comparable classifications within the Basic State Classification Plan are met.</p> <p>Upon review and approval by the State Board of Social Services and/or the Commissioner, exceptions to the Basic State Classification Plan may be permitted.</p> <p>5. <u>Sanctions</u></p> <p>Should a LDSS not comply with the Basic State Classification Plan principles and practices, withholding of State reimbursement funding may result.</p>

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<b><u>B. Classification of Positions</u></b>	<b><u>B. Classification of Positions</u></b>
<p data-bbox="247 349 548 381">1. <u>Class Specifications</u></p> <p data-bbox="285 414 1014 576">a. DHRM provides written class specifications of the job classes available for LDSS' classification plans. The class specifications describe the general nature of work characteristics of a given class and contain qualification guidelines.</p> <p data-bbox="285 617 1014 844">b. DHRM uses class specifications as guides when determining the positions that may be allocated to respective job classes. They are not intended to prescribe the duties and responsibilities of any given position or to preclude the local director's authority for assigning duties or controlling the work of any staff member.</p> <p data-bbox="247 917 558 950">2. <u>Position Descriptions</u></p> <p data-bbox="285 982 1014 1079">a. A position description contains a position summary and a list of work tasks with the corresponding percent of time spent on each task.</p> <p data-bbox="285 1120 1014 1250">b. A particular position may vary from another with the same position title due to work load priorities, or external factors, or local needs. When this occurs, the job duties should be reprioritized.</p>	<p data-bbox="1100 349 1562 381">1. <u>Occupational Group Descriptions</u></p> <p data-bbox="1138 414 1896 609">a. DHRM provides written occupational group descriptions of the occupational groups and titles available for LDSS' classification plans. The descriptions describe the general nature of work characteristics of a given title and contain qualification guidelines.</p> <p data-bbox="1138 649 1896 876">b. DHRM uses the descriptions as guides when determining the positions that may be allocated to respective occupational titles. They are not intended to prescribe the duties and responsibilities of any given position or to preclude the local director's authority for assigning duties or controlling the work of any staff member.</p> <p data-bbox="1100 917 1310 950">2. <u>Work Profiles</u></p> <p data-bbox="1138 982 1896 1079">a. A <u>work profile (formerly position description)</u> contains a position summary and a list of work tasks with the corresponding percent of time spent on each task.</p> <p data-bbox="1138 1120 1896 1250">b. A particular position may vary from another with the same position title due to work load priorities, or external factors, or local needs. When this occurs, the job duties should be reprioritized.</p>

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<p>3. <u>Establishment, Abolishment, or Classification of Positions</u></p> <p>a. Local Position Classification Request</p> <p>DHRM allocates positions to their appropriate classes on the basis of assigned duties and responsibilities. Whenever there is a need to establish a new position, abolish an existing position, reallocate, or redefine a position, the local director submits a signed Local Position Classification Request form to DHRM.</p> <p>b. Types of Local Position Classification Actions</p> <p>(1) Position Establishment - The creation of a new position.</p> <p>(2) Position Abolishment - The elimination of an existing position.</p> <p>(3) Position Reallocation - The reclassification of a given vacant position from one classification to another classification.</p> <p>(4) Position Redefinition - The reclassification of an encumbered position in recognition of a gradual, unplanned change in duties. A redefinition may be upward, downward or lateral.</p>	<p>3. <u>Establishment, Abolishment, or Classification of Positions</u></p> <p>a. Local Position Classification Request</p> <p>DHRM allocates positions to their appropriate <b>occupational group and title</b> on the basis of assigned duties and responsibilities. Whenever there is a need to establish a new position, abolish an existing position, reallocate, or redefine a position, the local director submits a signed Local Position Classification Request <b>form, an organizational chart and a work profile</b> to DHRM.</p> <p>b. Types of Local Position Classification Actions</p> <p>(1) Position Establishment - The creation of a new position.</p> <p>(2) Position Abolishment - The elimination of an existing position.</p> <p>(3) <b>Position Reallocation - The reclassification of a given vacant position from one occupational title to another.</b></p> <p>(4) Position Redefinition - The reclassification of an encumbered position in recognition of a gradual, unplanned change in duties. A redefinition may be upward, downward or lateral.</p>



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<p><b>F. <u>Compensation Schedule and Plan</u></b></p> <p>1. <u>Purpose</u></p> <p>The purpose of the Basic State Compensation Schedule is to provide a uniform structure from which each LDSS develops its individualized compensation schedule.</p> <p>2. <u>Development of the LDSS's Local Compensation Schedule</u></p> <p>The purpose of the individual local compensation schedule is to define particular rates of compensation for each classification so as to provide equal pay for equal work.</p> <p>a. Development Period</p> <p>Each LDSS develops its own schedule annually to be effective July 1 of each year. Instructions for completing the Local Compensation Plan and Policies are developed by DHRM and provided to each LDSS on an annual basis. Any changes to the Basic State Compensation Schedule are included. DHRM will notify the LDSS of specific time frames for the submission of the annual local compensation plan and policies</p>	<p><b>F. <u>Compensation Schedule and Plan</u></b></p> <p>1. <u>Purpose</u></p> <p>The purpose of the Basic State Compensation Schedule is to provide a uniform structure from which each LDSS develops its individualized compensation schedule.</p> <p>2. <u>Development of the LDSS's Local Compensation Schedule</u></p> <p>The purpose of the individual local compensation plan is to define particular rates of compensation for each occupational title in use by the LDSS so as to ensure equal pay for equal work and competitive salaries for attracting and rewarding a well-qualified workforce.</p> <p>a. Development Period</p> <p>Each LDSS develops its own schedule annually to be effective <b>June 1</b> of each year. Instructions for completing the Local Compensation Plan and Policies are developed by DHRM and provided to each LDSS on an annual basis. Any changes to the Basic State Compensation Schedule are included. DHRM will notify the LDSS of specific time frames for the submission of the annual local compensation plan and policies</p>

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<p>b. Selection of Salary Ranges for Each Local Classification</p> <p>The selection of salary ranges for each local classification may be based on consideration of surveys of salaries paid for similar or related work; the availability of qualified applicants; sources of competition from other employers in the locality; and turnover rate. The salary ranges selected must maintain the hierarchical integrity of classes within the series and the LDSS.</p> <p>c. Contents</p> <p>The LDSS' schedule and compensation plan includes a listing of all classification titles, codes, grades and complete salary ranges (which are entered into the Local Employee Tracking System (LETS) by the LDSS). Development of the local compensation schedule ensures internal equity in terms of starting steps. The salary ranges contain sufficient length to ensure that the steps are relevant, with consideration of initial, intermediate, and maximum steps so as to maintain competitiveness.</p> <p>Each LDSS' annual compensation plan includes a strategy for awarding all types of salary increases approved for the fiscal year.</p>	<p>b. Selection of Salary Ranges</p> <p>The selection of local salary ranges for each occupational group and its respective occupational titles are derived from the Basic State Compensation Schedule/Plan. Exceptions may be granted by DHRM based on market surveys of salaries paid for similar or related work; the availability of qualified applicants; sources of competition from other employers in the locality; and turnover rate. The salary ranges selected must maintain the hierarchical integrity of the defined occupational groups within the LDSS and the respective tiers/levels within the groups.</p> <p>c. Contents</p> <p>The LDSS' schedule and compensation plan includes a listing of all occupational titles, codes, and complete salary ranges, which are entered into the Local Employee Tracking System (LETS) by the LDSS. Development of the local compensation schedule ensures internal equity in terms of starting salaries. The salary ranges contain sufficient length to ensure that the salary ranges are relevant, with consideration of initial, intermediate, and maximum salaries so as to maintain competitiveness.</p> <p>Each LDSS' annual compensation plan includes a strategy for awarding all types of salary increases approved for the fiscal year.</p>

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<p>d. Types of Salary Actions</p> <p>(1) Starting Pay</p> <p>The annual local compensation plan includes a provision for setting the rate of appointment. All employees are paid at least the minimum Basic State Compensation rate for their classification. With DHRM approval, rate flexibility is permitted.</p> <p>Agencies have the flexibility to</p> <p>(a) Set the hire rate at the first step of the salary range or</p> <p>(b) Set the hire rate above the first step, depending on the candidate's knowledge, skills, and abilities (KSAs) and experience in the same or related field. Internal alignment with comparable employees should be given consideration.</p> <p>(2) Probationary Increase</p>	<p>c. Types of Salary Actions</p> <p>The following compensation options are available to the LDSS in developing its compensation plan/strategy:</p> <p>(1) Starting Pay (Original Appointment)</p> <p>The annual local compensation plan includes a provision for setting the rate of appointment. All employees are paid at least the minimum Basic State Compensation rate for their <b>occupational title</b>. With DHRM approval, rate flexibility is permitted.</p> <p>Agencies have the flexibility to</p> <p>(a) Set the hire rate at the minimum of the salary range for the position, regardless of any other consideration, <b>or</b></p> <p>(b) Set the hire rate above the position minimum, based on pay factors such as the candidate's credentials (including related experience), internal alignment, and the LDSS budget. The LDSS's methodology for determining the starting pay is documented in the LDSS's annual compensation plan.</p> <p>(2) Probationary Increase</p>

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<p>This type of increase may be awarded upon successful completion of a probationary period. Probationary increases must be documented in the local compensation plan.</p> <p>(3) Promotional Increase</p> <p>A promotional increase may be awarded as a result of competitive attainment or of upward redefinition of a position. The salary is adjusted by 3-10 steps as defined in the LDSS' Compensation Plan. The promotional salary increase must result in the employee's new salary being situated at no less than the minimum of the salary range for the new classification. Each promotional increase must be consistently applied throughout the fiscal year to ensure equitable treatment of all employees.</p>	<p>This type of increase may be awarded upon successful completion of a probationary period. Probationary increases must be documented in the local compensation plan.</p> <p>(3) Promotional Increase</p> <p>A promotional increase may be awarded as a result of competitive attainment of a position with a higher minimum salary on the compensation structure. The percentage of increase can vary from employee to employee and is based on the methodology documented in the LDSS's approved compensation plan.</p> <p>(4) Upward Redefinition Increase</p> <p>An upward redefinition occurs when a position is reclassified as the result of accretion of higher level duties on the part of the incumbent. The salary is adjusted from 0 to 10 percent as documented in the LDSS's compensation plan. The percentage increase is the same for all employees during the fiscal year.</p>

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<p>(4) Merit Increase</p> <p>A plan for awarding a merit increase must define the criteria for approving the salary increase as defined in the LDSS's Compensation Plan to include the interval of time between each award period.</p> <p>(a) Merit Increase Options</p> <p>A merit increase may be awarded under these options:</p> <ul style="list-style-type: none"> <li>(i) one merit increase date applies to all employees; or</li> <li>(ii) the merit increase date is set by the LDSS for its employees based on a date such as <ul style="list-style-type: none"> <li>▪ the anniversary of initial appointment</li> <li>▪ anniversary of permanent status</li> <li>▪ anniversary of most recent promotion</li> </ul> </li> </ul> <p>(5) Cost-of-Living Increase</p> <p>If the cost-of-living option is selected, then it must be clearly stated in the compensation</p>	<p>(5) Merit Increase</p> <p>A plan for awarding a merit increase must define the criteria for approving the salary increase as defined in the LDSS's compensation plan to include the interval of time between each award period.</p> <p>(a) Merit Increase Options</p> <p>A merit increase may be awarded under these options:</p> <ul style="list-style-type: none"> <li>(i) one merit increase date applies to all employees; or</li> <li>(ii) the merit increase date is set by the LDSS for its employees based on a date such as <ul style="list-style-type: none"> <li>▪ the anniversary of initial appointment</li> <li>▪ anniversary of permanent status</li> <li>▪ anniversary of most recent promotion</li> <li>▪ combination of the above</li> </ul> </li> </ul> <p>(6) Cost-of-Living Increase</p> <p>If the cost-of-living option is selected, then it must be clearly stated in the compensation schedule.</p>

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<p>schedule. A cost-of-living increase is separate and apart from any other salary increases. A cost-of-living increase does not require a corresponding salary range revision.</p> <p>(6) Range Revisions</p> <p>When warranted, a LDSS may adjust salary ranges upward or downward. There are several methods:</p> <p>(a) Step-for-Step Increase</p> <p>This method places each individual salary at the same step of the new range as the employee's step on the former range. For every step increase in the range minimum, there is a corresponding step increase in each employee's salary.</p> <p>(b) No Increase</p> <p>This method changes the salary range; however, the salary of the employee remains the same except that in no case may an employee's salary fall below the minimum step of the new salary range. A salary below the minimum of the new salary grade must be adjusted to the new minimum step.</p> <p>(c) Downward Revision</p>	<p>A cost-of-living increase is separate and apart from any other salary increase. A cost-of-living increase does not require a corresponding salary range revision.</p> <p>(7) Range Revisions</p> <p>When warranted and with prior approval from DHRM, a LDSS may adjust salary ranges upward or downward. For upward revisions, all individual salaries in the affected occupational title(s) may be adjusted upward by a percentage equal to the percentage adjustment of the range minimum <b>or</b> only those salaries that fall below the new minimum are adjusted to the new minimum.</p>

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<p>This method results in a new range where the revised first step is below the first step of the former range. In no case may a salary range maximum drop below an employee's current salary.</p> <p>(7) Demotion Salary Rates</p> <p>The five types of demotion salary rates are:</p> <p>(a) Demotion in Lieu of Layoff Due to a Reduction in Force</p> <p>When an employee is moved to a lower classification and grade within the LDSS due to a reduction in force, the salary rate remains the same, provided the rate of pay does not exceed the new salary range maximum. If an employee's current salary is above the new salary range maximum, the LDSS may freeze the employee's current salary for a maximum of six months from the placement date, before reducing it to the maximum of the new salary range.</p> <p>(b) Demotion Due to Downward Redefinition</p> <p>When an employee is in a position that is redefined to a lower classification and</p>	<p>(8) Demotion Salary Rates</p> <p>The five types of demotion salary rates are:</p> <p>(a) Demotion in Lieu of Layoff Due to a Reduction in Force</p> <p>When an employee is moved to a position in a lower band or a lower tier in the same band within the LDSS due to a reduction in force, the salary rate remains the same, provided the rate of pay does not exceed the new salary range maximum. If the employee's current salary is above the new salary band maximum, the current salary is frozen for six months before being reduced to the maximum of the new salary range.</p> <p>(b) Demotion Due to Downward Redefinition</p> <p>When an employee is in a position that is redefined to a lower band or a lower tier in</p>

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<p>grade, the salary rate remains the same. If the employee's salary is above the maximum for the new classification, the employee's salary is frozen until the salary range is revised and the salary range maximum allows for a salary increase.</p> <p>(c) Voluntary Demotion</p> <p>If an employee elects a voluntary demotion within the same LDSS, the LDSS may elect to maintain the current rate of pay, provided the rate of pay does not exceed the new salary range maximum. A LDSS that elects to reduce employees' salaries must consistently apply the policy and methodology throughout that fiscal year.</p> <p>(d) Demotion due to Unacceptable Performance</p> <p>If an employee's performance is not acceptable, the LDSS may elect to maintain the current rate of pay, provided the rate of pay does not exceed the new</p>	<p>the same pay band, the salary rate remains the same. If the employee's current salary is above the new salary band maximum, the current salary is frozen for six months before being reduced to the maximum of the new salary range.</p> <p>(c) Voluntary Demotion</p> <p>If an employee elects (via competition) a voluntary demotion to another position in a lower pay band or a lower tier in the same pay band within the same LDSS, the resulting salary is set based on the methodology indicated for starting pay (original appointment) in the LDSS's compensation plan. The new salary cannot be greater than the salary range maximum and cannot be greater than the current salary.</p> <p>(d) Demotion due to Unacceptable Performance</p> <p>If an employee's performance is not acceptable, the employee may be moved to another position in a lower band or a lower tier in the same band. The current salary is reduced by 5 percent for each tier moved,</p>



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<p>salary range maximum. A LDSS that elects to reduce employees' salaries must consistently apply the policy and methodology throughout that fiscal year.</p> <p>(e) Demotion for Disciplinary Reasons</p> <p>If any employee is demoted for disciplinary reasons, the employee's salary is reduced. In reducing salaries, a LDSS must consistently apply the policy and methodology throughout that fiscal year.</p> <p>(10) Internal Salary Alignment</p> <p>Internal salary alignment is a fairness criterion that takes into consideration the proximity of one employee's salary to the salaries of other similarly situated employees who have comparable levels of training and experience; duties and responsibilities; performance; knowledge, skills, abilities; and competencies.</p> <p>Agencies choosing to utilize this pay feature must define the criteria for awarding such adjustments, not to exceed 10% in a fiscal year or as defined in the LDSS' Compensation Plan.</p>	<p>not to exceed 15 percent overall (unless the resulting salary is above the band maximum for the new position).</p> <p>(e) Demotion for Disciplinary Reasons</p> <p>If, for disciplinary reasons, an employee is moved to another position in a lower band or a lower tier in the same band, the current salary is reduced by 5 percent for each tier moved, not to exceed 15 percent overall (unless the resulting salary is above the band maximum for the new position).</p> <p>(9) Internal Salary Alignment</p> <p>Internal salary alignment is a fairness criterion that takes into consideration the proximity of one employee's salary to the salaries of other similarly situated employees who have comparable levels of training and experience; duties and responsibilities; performance; knowledge, skills, abilities; and competencies.</p> <p>LDSSs electing to implement this pay practice must document the criteria for awarding such adjustments (not to exceed 10 percent per employee in the fiscal year) in their compensation plans.</p>

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<p>(12) Temporary Pay</p> <p>This pay feature applies when an agency assigns an employee to perform different key (essential) duties on an interim basis, up to 10% of their base salary. Additionally Temporary Pay may be used for critical assignments associated with a special-time limited project.</p> <p>(13) Longevity/Seniority Pay ....</p>	<p>(10) Temporary Pay</p> <p>A LDSS may grant temporary pay to any employee who performs different key (essential) duties on an interim basis or is assigned to a critical, time-limited project, not to exceed 10 percent of base pay. One percentage amount applies to all employees. In addition, If the employee assumes new or increased supervisory responsibility in addition to the other interim duties, then a greater percentage amount may be granted, not to exceed 10 percent of base pay overall. The percentage(s) must be documented in the LDSS compensation plan.</p> <p>[This option eliminated]</p> <p>(11) Salary Adjustment for Attainment and/or Use of a Critical Skill</p>

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<p>(11) Competitive Salary Offer</p> <p>This salary feature allows agency management to make one counter offer to a higher salary offered by another local or State agency or to a higher salary offered by an external private employer to an employee deemed critical to the agency's missions and operations.</p>	<p>LDSSs may elect to grant increases to base salaries of employees who have acquired critical skills now being exercised as part of their regular job duties. Examples include licensures, certifications, degrees, and bilingual skills that are relevant to and applicable to the job. Current salaries can be increased by no more than 10 percent; new salaries must fall within the current position salary range. The LDSS must document the skills eligible for such increases and the percentage amount associated with each in its compensation plan.</p> <p><b>Note: If the use of these skills was already factored in when determining an employee's starting salary, this practice should not be exercised for the employee.</b></p> <p>(12) Competitive Salary Offer <b>(Counteroffer)</b></p> <p>If the employee is deemed critical to the LDSS's missions and operations, a LDSS may elect to make a counteroffer to an employee who has received a verified, higher salary offer for a position in another Virginia LDSS, a Virginia state agency (including VDSS), or a private-sector employer. The following conditions apply:</p>

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<p>The salary adjustment may not exceed the complete offer.</p> <p><b>NOTE: A competitive offer may not occur within an agency.</b></p>	<ul style="list-style-type: none"> <li>• Counteroffers are completely discretionary on the part of the LDSS for each employee and each offer;</li> <li>• Only one counteroffer may be made for each offer;</li> <li>• Counteroffer salary is not to exceed offer salary; and</li> <li>• Counteroffer salary is not to exceed current position band maximum.</li> </ul> <p>(13) End of "Trainee" Status</p> <p>In certain designated occupational groups a LDSS may establish a career path for occupational titles within that group. The first level in the career path is designated as a trainee level. After successful completion of the training period, the employee is eligible to move to a higher level in the occupational group (in most cases to Level II). The LDSS may elect to give salary increases for such movement as indicated in the LDSS compensation plan.</p> <p>Note: For administrative purposes, the employee will be in the same-numbered position, but the position and employee will need to be administratively redefined.</p>

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<p>(8) Amendments to the Basic State Compensation Plan</p> <p>Amendments to the Basic State Compensation Plan are sent to DHRM. DHRM advises the LDSS of all changes to the compensation plan and any mandated actions that require revision of local salaries.</p> <p>(9) Deviations</p> <p>A LDSS may be a part of an overall locality's compensation system. (A LDSS may deviate in compensation only or in both compensation and classification.)</p>	<p>(14) Amendments to the Basic State Compensation Plan</p> <p>Amendments to the Basic State Compensation Plan are sent to DHRM. DHRM advises the LDSS of all changes to the compensation plan and any mandated actions that require revision of local salaries.</p> <p>(15) Deviations</p> <p>A LDSS may be a part of an overall locality's compensation system. (A LDSS may deviate in compensation only or in both compensation and classification.)</p>
<p><b><u>G. Compensation for Child Protective Services Workers</u></b></p> <p>1. <u>Covered Employees</u></p> <p>Employees who perform child protective services must be knowledgeable in child protective services policy requirements and have completed appropriate training. Covered employees may include individuals assigned the following job classifications:</p> <p>a. Administrative Support Classes - includes Directors, Assistant Directors, and Chief Social Work Supervisors.</p>	<p><b><u>G. Compensation for Child Protective Services Workers</u></b></p> <p>1. <u>Covered Employees</u></p> <p>Employees who perform child protective services must be knowledgeable in child protective services policy requirements and have completed appropriate training. Covered employees may include individuals assigned to the following occupational groups:</p> <p>a. Social Service Directors</p> <p>b. Social Workers (including Managers and Supervisors)</p>

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<p>b. Service Program Supervision Classes - includes Social Work Supervisors and Senior Social Work Supervisors.</p> <p>c. Service Program Staff Classes - includes Principal Social Workers, Senior Social Workers, Child Protective Services Workers I and II, Social Workers, and Generic Intake Workers.</p> <p>2. <u>LDSS Child Protective Services Compensation Plan</u></p> <p>The after-hours Child Protective Services compensation policy is included within the LDSS' annual compensation plan. Reimbursement by the State Department of Social Services is limited to the maximum rate allowed; however, the LDSS may provide additional compensation if the additional dollars are paid from 100% local-only funds.</p> <p>a. Compensation for Being On-Call Duty</p> <p>(1) The LDSS' board determines the type of supplemental compensation to be given to an employee for being assigned on-call duty.</p> <p>The LDSS may select one of the following options of:</p>	<p>2. <u>LDSS Child Protective Services Compensation Plan</u></p> <p>The after-hours Child Protective Services compensation policy is included within the LDSS' annual compensation plan. Reimbursement by the State Department of Social Services is limited to the maximum rate allowed; however, the LDSS may provide additional compensation if the additional dollars are <b>available from non-VDSS sources</b>.</p> <p>a. Compensation for Being On-Call Duty</p> <p>(1) The LDSS' board determines the type of supplemental compensation to be given to an employee for being assigned on-call duty.</p> <p>The LDSS may select one of the following options of:</p> <ul style="list-style-type: none"> <li>▪ providing cash compensation in a lump</li> </ul>

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<ul style="list-style-type: none"> <li>▪ providing cash compensation in a lump sum amount not to exceed \$10.00 per each on-call assignment; or</li> <li>▪ providing one hour of special duty leave per each on-call assignment; or</li> <li>▪ exercising either of the above options on a case-by-case basis.</li> </ul> <p>(2) This supplemental compensation is given for the inconvenience of being on-call; it is in addition to any overtime compensation that may be earned for actual hours worked.</p> <p>b. Compensation for Providing Direct Service While On-Call Duty</p> <p>(1) The LDSS' board determines the type of compensation to be given to employees involved in providing direct service while on-call. If an employee is called out for direct service while on-call, the following options apply:</p> <p>(a) For employees who are exempt from the Fair Labor Standards Act or non-exempt employees who have actually worked fewer than 40 hours in that work week, the LDSS has the option of:</p>	<p>sum amount not to exceed \$10.00 per each on-call assignment; or</p> <ul style="list-style-type: none"> <li>▪ providing one hour of special duty leave per each on-call assignment; or</li> <li>▪ exercising either of the above options on a case-by-case basis.</li> </ul> <p>(2) This supplemental compensation is given for the inconvenience of being on-call; it is in addition to any overtime compensation that may be earned for actual hours worked.</p> <p>b. Compensation for Providing Direct Service While On-Call Duty</p> <p>(1) The LDSS' board determines the type of compensation to be given to employees involved in providing direct service while on-call. If an employee is called out for direct service while on-call, the following options apply:</p> <p>(a) For employees who are exempt from the Fair Labor Standards Act or non-exempt employees who have actually worked fewer than 40 hours in that work week, the LDSS has the option of:</p>

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<ul style="list-style-type: none"> <li>▪ compensating at the regular salary rate for each hour actually worked while on-call; or</li> <li>▪ providing special duty leave for each hour actually worked while on-call; or</li> <li>▪ exercising either of the above options on a case-by-case basis.</li> </ul> <p>(b) For employees who are non-exempt under the Fair Labor Standards Act and who have actually worked in excess of 40 hours in a work week when the on-call service delivery hours are added to the actual hours worked, the LDSS has the option of:</p> <ul style="list-style-type: none"> <li>▪ providing overtime payment at time-and-one-half the regular hourly rate for each hour of direct services in excess of 40 hours in the work week; or</li> <li>▪ providing compensatory leave at time-and-one-half for each hour of direct services in excess of 40 hours in the work week; or</li> <li>▪ exercising either of the above</li> </ul>	<ul style="list-style-type: none"> <li>▪ compensating at the regular salary rate for each hour actually worked while on-call; or</li> <li>▪ providing special duty leave for each hour actually worked while on-call; or</li> <li>▪ exercising either of the above options on a case-by-case basis.</li> </ul> <p>(b) For employees who are non-exempt under the Fair Labor Standards Act and who have actually worked in excess of 40 hours in a work week when the on-call service delivery hours are added to the actual hours worked, the LDSS has the option of:</p> <ul style="list-style-type: none"> <li>▪ providing overtime payment at time-and-one-half the regular hourly rate for each hour of direct services in excess of 40 hours in the work week; or</li> <li>▪ providing compensatory leave at time-and-one-half for each hour of direct services in excess of 40 hours in the work week; or</li> <li>▪ exercising either of the above</li> </ul>



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<p style="text-align: center;">options on a case-by-case basis.</p> <p>(c) Compensation for Provision of 24-Hour Child Protective Services by the Local Director and Supervisory Staff:</p> <p>The local board determines if the local director will be one of the employees designated to provide 24-hour direct child protective services. If designated, then the local director is entitled to the same compensation as provided to other exempt employees who provide the service.</p>	<p style="text-align: center;">options on a case-by-case basis.</p> <p>(c) Compensation for Provision of 24-Hour Child Protective Services by the Local Director and Supervisory Staff:</p> <p>The local board determines if the local director will be one of the employees designated to provide 24-hour direct child protective services. If designated, then the local director is entitled to the same compensation as provided to other exempt employees who provide the service.</p>